

Joint Pub 1-05



# Religious Ministry Support for Joint Operations

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## PREFACE

### 1. Scope

This publication sets forth principles and doctrine for the conduct of joint religious ministry support activities by the Armed Forces of the United States. It also provides the following:

a. Guidelines for the joint employment of chaplains and enlisted religious support personnel.

b. A basis for joint training of chaplains and enlisted religious support personnel.

c. A basis for development of Service doctrine, techniques, and procedures, as required.

d. An outline of the taskings of chaplains and Religious Ministry Support Teams.

e. Instructional material that can be used by the Services' military education systems.

### 2. Purpose

This publication has been prepared under the direction of the Chairman of the Joint Chiefs of Staff. It sets forth doctrine to govern the joint activities and performance of the Armed Forces of the United States in joint operations and provides the doctrinal basis for US military involvement in multinational and interagency operations. It provides military guidance for the exercise of authority by combatant commanders and other joint force commanders (JFCs) and prescribes doctrine

for joint operations and training. It provides military guidance for use by the Armed Forces in preparing their appropriate plans. It is not the intent of this publication to restrict the authority of the JFC from organizing the force and executing the mission in a manner the JFC deems most appropriate to ensure unity of effort in the accomplishment of the overall mission.

### 3. Application

a. Doctrine and guidance established in this publication apply to the commanders of combatant commands, subunified commands, joint task forces, and subordinate components of these commands. These principles and guidance also may apply when significant forces of one Service are attached to forces of another Service or when significant forces of one Service support forces of another Service.

b. The guidance in this publication is authoritative; as such, this doctrine will be followed except when, in the judgment of the commander, exceptional circumstances dictate otherwise. If conflicts arise between the contents of this publication and the contents of Service publications, this publication will take precedence for the activities of joint forces unless the Chairman of the Joint Chiefs of Staff, normally in coordination with the other members of the Joint Chiefs of Staff, has provided more current and specific guidance. Commanders of forces operating as part of a multinational (alliance or coalition) military command

## Preface

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should follow multinational doctrine and United States, commanders should evaluate procedures ratified by the United States. For and follow the multinational command's doctrine and procedures not ratified by the doctrine and procedures, where applicable.

For the Chairman of the Joint Chiefs of Staff:



CARLTON W. FULFORD, JR.  
Major General, USMC  
Vice Director, Joint Staff

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## EXECUTIVE SUMMARY COMMANDER'S OVERVIEW

- **Lists Basic Concepts and Activities of Ministry Support**
  - **Outlines Responsibilities and Functions**
  - **Describes Basic Operating Principles**
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### Introduction

*It is important for the joint force commander to have an understanding of the religious groups and movements within the operational area.*

The mission of chaplains and enlisted religious support personnel across the range of military operations is to **perform or facilitate comprehensive religious ministry support** to military members and other authorized personnel. Chaplains accompany US forces to assist joint force commanders (JFCs) in **providing for the right of free exercise of religion** to all personnel. Based upon commander's guidance and other requirements, specific religious ministry support missions will be assigned to support the personnel and operation plans of the command.

*Religious ministry support activities cover a wide range of professional functions accomplished across the range of military operations.*

Because there may be no precise boundary where one condition (military operations other than war and war) ends and another begins, **changes in religious ministry support activities will be more a matter of changing intensity and emphasis** than of dramatically altered duties. Chaplains and enlisted religious support personnel support the accomplishment of operational objectives through one or more of the following activities: advising, supporting, coordinating, analyzing, planning, writing, training, supervising, and evaluating. By performing these activities, chaplains facilitate the commander's religious ministry support plan during a wide range of operations.

### Responsibilities and Functions

*It is Department of Defense policy that requests for accommodation of religious practices be approved by commanders.*

The **Services**, working closely with endorsing agents of the ecclesiastical organizations recognized by the Department of Defense, are responsible for recruiting and training clergy to serve as military chaplains. They recruit and train enlisted personnel to provide support for religious ministry programs.

The **combatant commander** establishes policies governing the provision of religious ministry support throughout the theater, develops plans and guidance for religious activities

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during military operations other than war and war, and ensures effective use of chaplain personnel and resources. The combatant commander should appoint a command chaplain, assigned or attached to the staff, to coordinate religious ministry support activities in support of the joint mission.

The **Service component commander** is responsible for religious ministry support activities within the component command. The component commander coordinates with the combatant commander to provide a balance of religious ministry support assets throughout the joint force command.

Specific **staff responsibilities** exist for the Chairman of the Joint Chiefs of Staff, the Joint Staff, and the Chairman, Armed Forces Chaplains Board. There are specific **functions** for the command chaplain of the combatant command, the Service component command chaplain, the subunified command chaplain, and the joint task force (JTF) chaplain.

### Operating Principles

*Timely response to worldwide contingency missions requires a high degree of readiness and adaptability.*

During situations where planning time is limited, the following **operating principles** can assist chaplains serving in a joint force to organize and prepare effective religious ministry support programs.

**Communications.** Working together in a joint or multinational environment, chaplains should establish and maintain reliable communication with their counterparts.

**Taskings.** When it becomes necessary for chaplains from one Service component to support those of another, the request will be made as a formal tasking from the supported command to the supporting command.

**Plans.** The command chaplain of a combatant command and the Service component command chaplains work closely together during peacetime to develop plans that are mutually supportive and create realistic working policies for times of conflict or war.

**Mutual Support.** Chaplains and enlisted religious support personnel should support one another by providing assistance through personal and professional encouragement and by sharing duties and resources as appropriate.

**Religious Ministry Support Team.** Joint force chaplains should organize their religious support personnel for

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deployment as teams, the minimum composition of which should be one chaplain and one enlisted.

**Joint Training.** JFCs can promote interoperability through joint training exercises and by making recommendations to Service components or Service schools. The commanders of joint commands are responsible for determining requirements for joint training and ensuring that their requirements are submitted to the Services and to the Joint Staff.

**Logistics.** The JTF chaplain coordinates chaplain-specific requirements with the JTF logistics officer and informs the command chaplain of the combatant command of the status of requisitions. The command chaplain of the combatant command coordinates with Service component command chaplains, as necessary, to resolve logistic problems.

**Mobility and Readiness.** Religious ministry support personnel of all Services are required by Service policy and directive to maintain a high state of preparedness in order to transition swiftly from peacetime duties to a wartime or crisis response posture.

## CONCLUSION

This publication sets forth principles and doctrine for the conduct of joint religious ministry support activities by the Armed Forces of the United States. It also provides guidelines for the joint employment of chaplains and enlisted religious support personnel; a basis for joint training of chaplains and enlisted religious support personnel; a basis for development of Service doctrine, techniques, and procedures, as required; an outline of the taskings of chaplains and Religious Ministry Support Teams; and instructional material that can be used by the Services' military education systems.



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## Executive Summary

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## CHAPTER I

### MISSION, ACTIVITIES, AND SCOPE OF OPERATIONS

*"Finally, I do not believe that today a commander can inspire great armies, or single units, or even individual men, unless he has a proper sense of religious truth. He must always keep his finger on the spiritual pulse of his armies . . ."*

**Field Marshal Viscount Montgomery of Alamein**  
**The Memoirs of Field Marshal Montgomery, 1958**

#### 1. Mission

##### a. Background

- **Religion plays a pivotal role in the self-understanding of many people and has a significant effect on the goals, objectives, and structure of society.** In some cases, religious self-understanding may play a determinative or regulating role on policy, strategy, or tactics. It is important for the joint force commander (JFC) to have an understanding of the religious groups and movements within the operational area and the potential impact that they may have on the accomplishment of the assigned mission.
- For over 200 years, military chaplains have accompanied US forces wherever they have served. **The mission of chaplains and enlisted religious support personnel across the range of military operations is to perform or facilitate comprehensive religious ministry support to military members and other authorized personnel.**

b. **Authority.** The First Amendment of the US Constitution guarantees the free exercise of religion. Chaplains accompany US forces in order to assist JFCs in providing for the right of free exercise of religion to all personnel. (Title 10, United States Code, §3073, §5142, and §8067.)

c. **Execution.** Based upon commander's guidance and other requirements, **specific religious ministry support missions will be assigned to support the personnel and operation plans of the command.** Mission requirements may involve application of any number of chaplain specialty skills and activities. However, chaplains will not be assigned duties incompatible with their noncombatant status or their mission.

#### 2. Activities

Religious ministry support activities **cover a wide range of professional functions accomplished across the range of military operations.** Because there may be no precise boundary where one condition (military operations other than war and war) ends and another begins, changes in religious ministry support activities will be more a matter of changing intensity and emphasis than dramatically altered duties. Chaplains and enlisted religious support personnel support the accomplishment of operational objectives through one or more of the following activities:

##### a. Advising

- Chaplains advise the JFC **on matters of religion, morals, ethics, and morale and provide recommendations as to how the religious ministry support assets of the command can be most**

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**effectively employed.** The chaplain advises the JFC on the role and influence of indigenous religious customs and practices as they affect the command's mission accomplishment.

- Chaplains provide ethical decision making and moral leadership recommendations to the commander.

### b. Supporting

- **Chaplains provide religious worship services, rites, sacraments, ordinances, and ministrations.** The primary focus of this activity is to nurture the living, care for the sick or wounded, minister to prisoners or prisoners of war, and honor the dead. Chaplains accompany US forces during operations in order to implement the commander's religious ministry support plan. **In addition, chaplains assist military personnel and family members in dealing with personal concerns** such as faith issues, stress, anxiety, redeployment or reunion issues, moral and ethical values, and social concerns. **They combine care and pastoral counseling skills to energize hope by providing spiritual comfort, moral support, and encouragement.** Chaplains also assist in the areas shown in Figure I-1.

- Chaplains **help to resolve problems by making appropriate referrals** to command channels or social service agencies. They also assist military personnel in requesting emergency leave, compassionate reassignments, and hardship discharges.

- Chaplains **conduct liaison with, and support humanitarian efforts** by working with, humanitarian relief agencies, civil affairs, and public affairs where appropriate. Their skill and experience in public relations allows them

to bring an added dimension and perspective to the command's total mission.

### c. Coordinating

- As staff officers, chaplains **coordinate a comprehensive religious ministry support plan that makes worship opportunities and pastoral care available to all members of the command.** Chaplains coordinate

## ADDITIONAL CHAPLAIN SUPPORT FUNCTIONS

Decision making

Personal integrity and  
responsibility

Family issues and  
responsibilities

Drug and alcohol abuse  
prevention

Personal morality

Moral dimensions of  
decisions and actions in  
combat

Suicide prevention

Disappointment, grief,  
injury, illness, and death

Battle fatigue

Host-nation religions and  
their impact on  
operations

Figure I-1. Additional Chaplain Support Functions

## Mission, Activities, and Scope of Operations

religious ministry support plans with higher, lower, and adjacent headquarters in order to ensure a balance of faith group coverage throughout the force. Coordinating instructions should be stated clearly in operating procedures or the religious ministry support annex of operation and exercise plans and operation orders. At a minimum, the instructions will outline the following:

- Describe the religious ministry support plan. (See Joint Pub 5-03.2, "Joint Operation Planning and Execution System Volume II, [Planning and Execution Formats and Guidance]," Annex R, for the format of a religious ministry support plan.)

- Provide for religious ministry support, supplies, and equipment, and clarify each Service's policies and directives that govern Religious Offering Funds.

- Establish requirements for coordination and contact.

- Provide instructions for replacement of personnel.

- Outline procedures for responding to crises, disasters, and mass casualty situations.

- Chaplains **coordinate, as required, with host-nation (HN) civil or military religious representatives** in order to facilitate positive and mutual understanding.

d. **Analyzing.** In this area, chaplains as staff officers are responsible for the following:

- **Analyze joint force mission and religious ministry support requirements.**
- **Identify religious, ethical, and moral needs of the command.**

- **Research and interpret cultural and religious factors pertinent to a given operational area.** Work with civil affairs personnel in analyzing local religious organizations, customs and practices, doctrines, symbols, and the significance of shrines and holy places. Prepare area assessments and estimates of the local religious situation.

e. **Planning.** Chaplains work continuously with staffs and other chaplains at all echelons in order to **determine the best methods of employing religious ministry support assets** to accomplish assigned missions, review after-action data from previous operations and apply appropriate lessons learned, and maintain current standing operating procedures.

f. **Writing.** Chaplains **draft proposed estimates, assessments, agreements, instructions, operation plans, annexes, and other documentation** relevant to use of chaplaincy assets and resources.

g. **Training.** Chaplains **are responsible for professional training** and will identify the training needs of subordinate chaplains, enlisted religious support personnel, and lay readers or lay leaders. They provide personnel, materiel, guidance, coordination, and appropriate training activities to ensure readiness and a high level of professional development.

h. **Supervising.** As supervisors, chaplains **provide coordination and functional guidance both to their chaplains and the enlisted religious support personnel** of the combatant command or subordinate joint forces. Supervisory chaplains at all levels manage assets for ministry in order to ensure that chaplains are trained, equipped, and prepared to perform their duties. Chaplains in supervisory positions coordinate with appropriate staff agencies in order to ensure that subordinate chaplains and enlisted

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religious support personnel receive appropriate support, professional guidance, and performance evaluations.

i. **Evaluating.** In a system where evaluation and feedback are highly valued, chaplains **continually review and analyze religious ministry support** to determine its effectiveness in supporting common objectives.

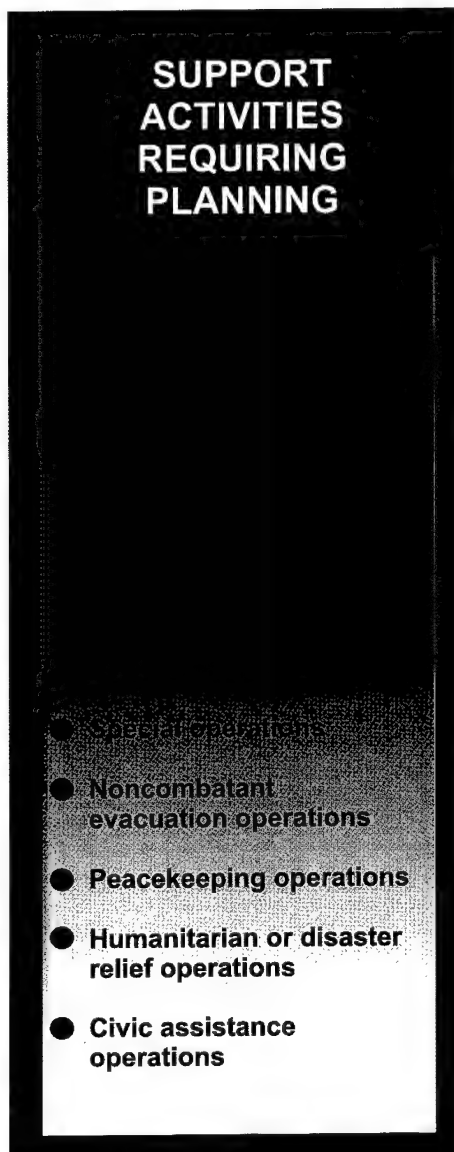
### 3. Scope of Operations

a. **Operation Planning.** By performing the above activities, chaplains **facilitate the commander's religious ministry support plan during a wide range of operations.** Although not all contingencies can be fully anticipated, successful operation planning requires that chaplains give detailed

consideration to the requirements of religious ministry support activities shown in Figure I-2.



*Religious ministry activities include those in support of humanitarian or disaster relief operations.*



**Figure I-2. Support Activities Requiring Planning**

b. **Planning Requirements.** In planning for the operations listed above, chaplains should be prepared to provide religious ministry support to the following:

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### Mission, Activities, and Scope of Operations

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- Deploying and deployed US forces in the continental United States and at overseas locations.
- Joint medical evacuation systems.
- Joint mortuary requirements following mass casualties.
- Enemy prisoners of war (EPWs).
- Returned US personnel. (Those who have been held captive by enemy forces or held hostage by terrorist organizations and subsequently returned to US control.)
- Temporary encampments and transportation hubs.
- Civil affairs activities.

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## CHAPTER II

### FUNCTIONS, RESPONSIBILITIES, AND OPERATING PROCEDURES

*"He taught them how to live and how to die."*

**William Somerville, 1675-1742**  
**In the Memory of the Rev. Mr. Moore**

#### 1. Department of Defense (DOD) Policy

Free exercise of religion is a basic principle of our country and is guaranteed by the First Amendment to the US Constitution. The Department of Defense places a high value on the rights of members of the Armed Forces to observe the tenets of their respective religions. **It is DOD policy that requests for accommodation of religious practices be approved by commanders when accommodation will not have an adverse impact on military readiness, unit cohesion, standards, or discipline.** (DOD Directive 1300.17, "Accommodation of Religious Practices Within the Military.")

#### 2. Responsibility for Religious Ministry Support

a. **The Military Services.** The Services, working closely with endorsing agents of the ecclesiastical organizations recognized by the Department of Defense, are **responsible for recruiting and training clergy to serve as military chaplains. They recruit and train enlisted personnel to provide support for religious ministry programs.**

b. **The Geographic Combatant Commander and Subordinate Joint Force Commanders.** The geographic combatant commander **establishes policies governing the provision of religious ministry support**



*The geographic combatant commander and subordinate commanders establish policies to ensure effective religious ministry support to every joint force member.*



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throughout the theater, **develops plans and guidance for religious activities** across the range of military operations, and **ensures effective use of chaplain personnel and resources**. The geographic combatant commander should appoint a command chaplain to coordinate religious ministry support activities in support of the joint mission. Subordinate joint force commanders share similar responsibilities in their assigned operational areas to provide for religious ministry support in accordance with the policies of the geographic combatant commander.

c. **The Service Component Commander.** The Service component commander is **responsible for religious ministry support activities within the component command**. The Service component commander coordinates with the geographic combatant commander to provide a balance of religious ministry support assets throughout the joint force.

### 3. Staff Responsibilities and Functions

a. The following outlines the relationship between the Chairman of the Joint Chiefs of Staff, the Joint Staff, and the Chairman, Armed Forces Chaplains Board.

- **The Chairman, Armed Forces Chaplains Board**, through the Director, Joint Staff, **serves as an adviser to the Chairman of the Joint Chiefs of Staff on religious and moral matters involving joint operational matters**. When requested, or as otherwise appropriate, the board will provide advice on the religious and moral implication of actions associated with the integrated employment of land, sea, and air forces to achieve national security objectives.
- The chaplain on the Joint Staff has direct liaison with the Chairman, Armed Forces

Chaplains Board, to advise on joint religious ministry doctrine and policy as well as chaplaincy issues with foreign military staffs. The chaplain on the Joint Staff serves as a special assistant on religious affairs and is responsible for providing advice on religious and moral matters, guidance in the provision of religious ministries across the range of military operations, and assistance in integrating chaplains into joint force organizations.

b. **The Command Chaplain of the Combatant Command.** The command chaplain of the combatant command is the senior chaplain attached to the staff of the combatant commander and is responsible for the following:

- **Serves as the principal adviser to the combatant commander on matters of religion, ethics, and morals.** (The command chaplain advises the commander on morale within the command. The chaplain is normally a member of the special staff who reports directly to the combatant command's chief of staff.)
- **Recommends policy** to the combatant commander concerning provision of ministry and religious ministry support activities within the theater.
- **Develops religious ministry support annexes** for campaign, operation, and exercise plans, as appropriate.
- **Coordinates religious ministry with Service component command chaplains** in order to ensure provision of religious ministry to all military and other authorized personnel.
- **Determines personnel and faith group requirements** to ensure balanced coverage throughout the theater.

## Functions and Responsibilities

- **Maintains information** on principal religious faith groups and religious trends within the theater.
- **Maintains liaison between the command and HN religious leaders** and provides interface with religious ministry support elements of multinational forces.
- **Identifies joint training objectives** for chaplains, religious support personnel, and lay readers or lay leaders serving in the theater.
- In consultation with the chaplain on the Joint Staff and the Service component command chaplains, **plans joint training events and conferences** in order to promote interoperability and awareness of joint procedures and requirements.
- **Recommends appropriate participation in joint training exercises for chaplains and enlisted religious support personnel** and, in cooperation with the component command chaplains, develops exercise objectives, Master Scenario Events Lists (MSEL), and MSEL implementers.
- **Coordinates logistic support for religious ministries within the theater** and reviews the Services' policies on Religious Offering Funds in order to acquire an understanding of how each Service keeps and accounts for its funds.
- **Maintains liaison with the Chairman, Armed Forces Chaplains Board, through the chaplain on the Joint Staff**, to inform on all matters affecting the provision of religious ministry support in the theater.
- When directed, **advises the battle staff or crisis action team of the combatant command on the implementation of the religious ministry support annex** (or appropriate portion of operation plans or operation orders) and coordination of the provision of religious ministry support throughout the theater. (The command chaplain holds appropriate security clearances and accesses to work in classified spaces at this level.)
- **Provides religious ministry, emotional support, and pastoral counseling** to the combatant command staff.
- **Reviews and coordinates, as necessary, inter-Service support agreements** between components that provide religious ministry support to ensure that such support is provided as effectively and efficiently as possible.
- **Maintains liaison with national and international relief organizations** within the theater.

*"I am deeply concerned as to the type of chaplain we get into the Army. For I look upon the spiritual life of the soldier as even more important than his physical equipment . . . the soldier's heart, the soldier's spirit, the soldier's soul are everything. Unless the soldier's soul sustains him, he cannot be relied upon and will fail himself and his commander and his country in the end. It's morale, and I mean morale, which wins the victory in the ultimate, and that type of morale can only come out of the religious fervor in his soul. I count heavily on that type of man and that kind of Army."*

**GEN George C. Marshall**

c. **The Service Component Command Chaplain.** The Service component command chaplain is the senior chaplain assigned to the staff of, or designated by, the commander of a Service component of a combatant command and is responsible for the following:

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- **Serves as the principal adviser to the Service component commander on matters of religion, ethics, and morals** and advises the commander on morale within the command.
- **Provides religious ministry support to all personnel assigned to the Service component**, and plans and implements religious ministry support activities appropriate to the rights and needs of the military and other personnel.
- **Develops religious ministry support annexes** that support joint force plans.
- **Implements the religious ministry support doctrines, policies, and procedures** of the appropriate Service, component commander, and combatant commander.
- Coordinates with the command chaplain of the combatant command in order to **ensure that religious ministries are available to all members of the joint force**.
- Coordinates with the command chaplain of the combatant command in order to **ensure proper coverage of faith groups within the theater**.
- **Provides appropriate ministry support training for joint operations** to chaplains and enlisted religious support personnel of the Service component and informs the command chaplain of the combatant command of support requirements for training activities.
- **Monitors a system of logistic support for religious activities within the component command** in order to ensure that logistic systems and procedures are adequate to support religious activities within the theater.
- **Advises the command chaplain of the combatant command on all professional matters** concerning the provision of religious ministry support affecting the joint command.
- **Coordinates closely with the command chaplain of the combatant command** in responding to taskings of the combatant command.
- **Provides temporary liaison personnel to the command chaplain of the combatant command**, as requested, to support specific operational requirements.
- **Develops all inter-Service support agreements and Memorandums of Understanding**, which provide for religious ministry support by the component command to organizations outside that command -- advises the command chaplain of the combatant command on the status of these agreements.

### d. The Subunified Command Chaplain.

Unless otherwise specified, the duties of the subunified command chaplain are the same as those of the joint task force (JTF) chaplain.

*"Finally, knowing the vanity of man's effort and the confusion of his purpose, let us pray that God may accept our services and direct our endeavours, so that when we shall have done all we shall see the fruits of our labours and be satisfied."*

**Major General Orde Wingate  
February 1943, Order of the Day  
Imphal**

e. **The JTF Chaplain.** Upon the establishment of a JTF, the implementing directive designates the commander and assigns mission and forces, including the

## Functions and Responsibilities

provision of an adequate staff. The command chaplain of a combatant command may be appointed to serve as the JTF chaplain or will normally recommend a chaplain to serve on the JTF staff. The JTF chaplain will be responsible for the following:

- **Advise the JTF commander on matters of religion, morals, ethics, and morale.**
- Be of a rank and experience level commensurate with the size and composition of the JTF.
- When feasible, be a member of the Service that provides the preponderance of personnel to the task force.
- **Be responsible to the JTF commander but, through frequent communication, will receive professional guidance and coordinating instructions from the command chaplain of the combatant command** and will encourage all task force religious support personnel in communicating regularly with their components.
- Report, as required, to the chaplain of the combatant command and to the command chaplain of his or her component Service.
- **Perform ministry according to his or her respective faith group and Service practices and standards**, expanding the spectrum of professional expectations to meet the requirements.
- **Ensure that task force religious support personnel of all Services receive professional assistance, program funding, and logistic and personnel support through appropriate JTF staff channels**, establish and coordinate a Task Force Religious Ministry Support Plan that will provide adequate chaplain coverage to all elements of the task force, and recommend personnel replacement or rotational policies to cognizant JTF staff agencies.
- **Assist humanitarian agencies and civil affairs units** with humanitarian and disaster-relief programs.



*A JTF chaplain may serve many different faith groups and should be familiar with the practices of each.*

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- **Ensure that EPW and civilian internees receive ministry and care appropriate to their needs.**

### 4. Operating Principles

Timely response to worldwide contingencies requires a high degree of readiness and adaptability. During situations where planning time is limited, the operating principles shown in Figure II-1 and discussed below can assist chaplains serving in a joint force to organize and prepare effective religious ministry support programs.

a. **Communications.** Working together in a joint or multinational environment, **chaplains should establish and maintain reliable communication with their counterparts.** Communications are generally initiated from senior to subordinate

headquarters. However, chaplains at all levels should take the initiative to establish professional communications with higher, adjacent, and subordinate staffs regardless of Service. Good communications allow religious ministry support personnel to be sufficiently informed, avoid duplication of effort, and ensure that religious coverage is provided to the greatest number of personnel.

b. **Taskings.** When it becomes necessary for chaplains from one Service component to support those of another, **the request will be made as a formal tasking from the supported command to the supporting command.** Normally, the command chaplain of the combatant command will consult with the Service component command chaplains and/or the JTF chaplain to determine the resources best suited to meet the tasking requirement.

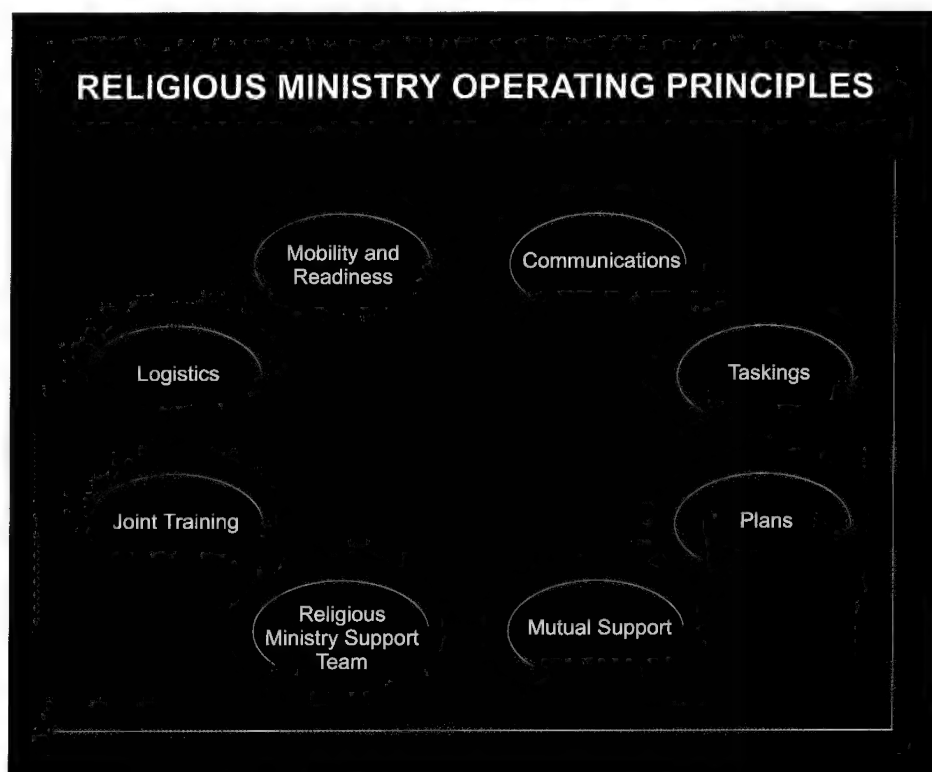


Figure II-1. Religious Ministry Operating Principles

## Functions and Responsibilities

c. **Plans.** By definition, the operation plans of a subordinate command implement those of the senior command and reflect organization and procedures that allow the senior commander to achieve the objectives. The command chaplain of a combatant command and the Service component command chaplains work closely together during peacetime to **develop plans that are mutually supportive and create realistic working policies for times of conflict or war.**

d. **Mutual Support.** Unity of effort is achieved only through professional regard, recognition of common objectives in ministry, and a genuine spirit of cooperation. **Chaplains and enlisted religious support personnel should support one another by providing assistance through personal and professional encouragement and by sharing duties and resources as appropriate.**

e. **Religious Ministry Support Team.** Chaplains rely on the professional skills of Army chaplain assistants, Navy Religious Program Specialists, and Air Force Chaplain Service Support personnel. Navy chaplains assigned to Coast Guard units will be administratively assisted by Coast Guard yeomen. Because this close working relationship is crucial during a time of conflict or war, **joint force chaplains should organize their religious support personnel for deployment as teams**, the minimum composition of which should be one chaplain and one enlisted. Whenever possible, Service integrity should be maintained in the composition of the teams.

### f. Joint Training

- Joint doctrine for religious ministry support is most effective when religious support personnel know how their counterparts from other Services perform their duties. **JFCs can promote this interoperability through joint training**

**exercises** and by making recommendations to Service components or Service schools.

- **Effective operations in wartime require the exercise of joint doctrine in peacetime.** The commanders of joint commands are responsible for determining requirements for joint training and ensuring that their requirements are submitted to the Services and to the Joint Staff. The command chaplain of the combatant command will coordinate with Service component command chaplains in order to develop exercise scenarios that provide appropriate training.

- The Services are responsible for programming resources for joint training and for providing training facilities for those areas in which they have primary responsibility. Service component command chaplains work closely with the component command staffs and the command chaplain of the combatant command to ensure that adequate resources are available for training.

g. **Logistics.** Logistics deals with determination of requirements, procurement, and distribution of resources.

- Combatant commanders determine which logistics tasks will be decentralized among the Service components and which will be consolidated under one Service component, including those that are currently ongoing. **Chaplain supply items will normally come through Service channels.**
- **The JTF chaplain coordinates chaplain-specific requirements with the JTF logistics officer** and informs the command chaplain of the combatant command of the status of requisitions.

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The command chaplain of the combatant command coordinates with Service component command chaplains, as necessary, to resolve logistic problems.

**h. Mobility and Readiness.** Religious ministry support personnel of all Services are required by Service policy and directive to **maintain a high state of preparedness in order to transition swiftly from peacetime duties to a wartime or crisis response posture.** Although not all possible deployment situations can be anticipated, much can be done to prepare for religious ministry support in a joint setting. As a minimum, religious support team members will be responsible for the following:

- Review their Service component command's standing operating procedures (SOPs) for joint operations and review combatant command SOPs for JTF operations.
- Maintain the essential supplies and equipment required for deployment in a preplanned and prepackaged configuration (mobility boxes, mount out boxes, and other equipment).
- Become familiar with deployment practices of other Services.
- Participate in joint training exercises.

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## **APPENDIX A**

### **REFERENCES**

The development of Joint Pub 1-05 is based upon the following primary references.

#### **Federal Statutory Laws**

1. Goldwater-Nichols Department of Defense Reorganization Act of 1986, PL 99-433 (codified in various sections of 10 USC, especially 164 and 167).
2. Title 10, United States Code.

#### **DOD Directives**

3. DOD Directive 1300.17, 3 February 1988, "Accommodation of Religious Practices Within the Military."
4. DOD Directive 5100.1, 25 September 1987, "Functions of the Department of Defense and Its Major Components."
5. DOD Directive 5120.8, 24 July 1979, "Armed Forces Chaplains Board Charter."

#### **Joint Publications**

6. Joint Pub 1, "Joint Warfare of the Armed Forces of the United States."
7. Joint Pub 0-2, "Unified Action Armed Forces (UNAAF)."
8. Joint Pub 1-01, "Joint Publication System (Joint Doctrine and JTTP Development Program)."
9. Joint Pub 1-02, "DOD Dictionary of Military and Associated Terms."
10. Joint Pub 3-0, "Doctrine for Joint Operations."
11. Joint Pub 5-03.2, "Joint Operation Planning and Execution System, Volume II (Planning and Execution Formats and Guidance)."

#### **Multi-Service Publication**

12. Armed Forces Staff College Pub 1, "The Joint Staff Officer's Guide."

#### **Army Publications (latest issue)**

13. AR 165-1, "Chaplain Activities in the United States Army."
14. FM 16-1, "Religious Support Doctrine."



## Appendix A

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### **Navy Publication (latest issue)**

15. SECNAVINST 1730.7, "Religious Ministries Within the Navy."

### **Air Force Publication (latest issue)**

16. AFR 265-1, "The Chaplain Service."

### **Marine Corps Publication**

17. FMFM 3-61, "Ministry in Combat."

## APPENDIX B

### ADMINISTRATIVE INSTRUCTIONS

#### 1. User Comments

Users in the field are highly encouraged to submit comments on this publication to the Joint Warfighting Center, Attn: Doctrine Division, Fenwick Road, Bldg 96, Fort Monroe, VA 23651-5000. These comments should address content (accuracy, usefulness, consistency, and organization), writing, and appearance.

#### 2. Authorship

The lead agent for this publication is USCINCEUR. The Joint Staff doctrine sponsor for this publication is the Director for Manpower and Personnel, (J-1).

#### 3. Supersession

This publication supersedes Joint Pub 1-05, 3 August 1993, "Religious Ministry Support for Joint Operations."

#### 4. Change Recommendations

- a. Recommendations for urgent changes to this publication should be submitted:

TO: JOINT STAFF WASHINGTON DC//J-1//  
INFO: JOINT STAFF WASHINGTON DC//J7-JDD//

Routine changes should be submitted to the Director for Operational Plans and Interoperability (J-7), JDD, 7000 Joint Staff Pentagon, Washington, D.C. 20318-7000.

- b. When a Joint Staff directorate submits a proposal to the Chairman of the Joint Chiefs of Staff that would change source document information reflected in this publication, that directorate will include a proposed change to this publication as an enclosure to its proposal. The Military Services and other organizations are requested to notify the Director, J-7, Joint Staff, when changes to source documents reflected in this publication are initiated.

- c. Record of Changes:

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## Appendix B

### 5. Distribution

- a. Additional copies of this publication can be obtained through Service publication centers.
- b. Only approved pubs and test pubs are releasable outside the combatant commands, Services, and Joint Staff. Release of any classified joint publication to foreign governments or foreign nationals must be requested through the local embassy (Defense Attache Office) to DIA Foreign Liaison Branch, C-AS1, Room 1A674, Pentagon, Washington, D.C. 20301-7400.
- c. Additional copies should be obtained from the Military Service assigned administrative support responsibility by DOD Directive 5100.3, 1 November 1988, "Support of the Headquarters of Unified, Specified, and Subordinate Joint Commands."

#### By Military Services:

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- d. Local reproduction is authorized and access to unclassified publications is unrestricted. However, access to and reproduction authorization for classified joint publications must be in accordance with DOD Regulation 5200.1-R.

## GLOSSARY

### PART I—ABBREVIATIONS AND ACRONYMS

|      |                              |
|------|------------------------------|
| DOD  | Department of Defense        |
| EPW  | enemy prisoner of war        |
| HN   | host nation                  |
| JFC  | joint force commander        |
| JTF  | joint task force             |
| MSEL | Master Scenario Events List  |
| SOP  | standing operating procedure |

## PART II—TERMS AND DEFINITIONS

**command chaplain.** The senior chaplain assigned to or designated by a commander of a staff, command, or unit. (Joint Pub 1-02)

**command chaplain of the combatant command.** The senior chaplain assigned to the staff of, or designated by, the combatant commander to provide advice on religion, ethics, and morale of assigned personnel and to coordinate religious ministries within the commander's area of responsibility. The command chaplain of the combatant command may be supported by a staff of chaplains and enlisted religious support personnel. (Joint Pub 1-02)

**crisis.** An incident or situation involving a threat to the United States, its territories, citizens, military forces, possessions, or vital interests that develops rapidly and creates a condition of such diplomatic, economic, political, or military importance that commitment of US military forces and resources is contemplated to achieve national objectives. (Joint Pub 1-02)

**joint operations.** A general term to describe military actions conducted by joint forces, or by Service forces in relationships (e.g., support, coordinating authority), which, of themselves, do not create joint forces. (Joint Pub 1-02)

**lay leader or lay reader.** A volunteer ("lay leader" in Army and Air Force; "lay reader" in Navy and Marine Corps) appointed by the commanding officer and supervised and trained by the command chaplain to serve for a period of time to meet the needs of a particular religious faith group when their military chaplains are not available. The lay leader or lay reader may conduct services, but may not exercise any other

activities usually reserved for the ordained clergy. (Joint Pub 1-02)

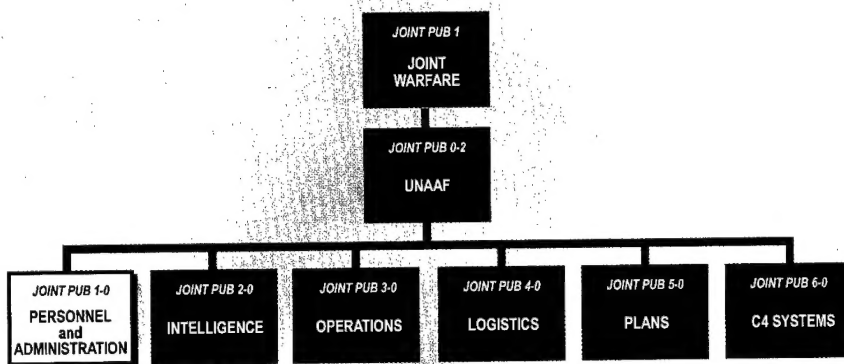
**religious ministry support.** The entire spectrum of professional duties to include providing for or facilitating essential religious needs and practices, pastoral care, family support programs, religious education, volunteer and community activities, and programs performed to enhance morale and moral, ethical, and personal well being. Enlisted religious support personnel assist the chaplain in providing religious ministry support. (Joint Pub 1-02)

**religious ministry support plan.** A plan that describes the way in which religious support personnel will provide religious support to all members of a joint force. When approved by the commander, it may be included as an annex to operation plans. (Joint Pub 1-02)

**religious ministry support team.** A team that is composed of a chaplain and an Army chaplain assistant or Navy Religious Program Specialist or Air Force Chaplain Service Support Personnel or Coast Guard yeoman. The team works together in designing, implementing, and executing the command religious program. (Joint Pub 1-02)

**Service component command chaplain.** The senior chaplain assigned to the staff of, or designated by, the Service component commander. The component command chaplain is responsible for supervising and coordinating religious ministries within the purview of the component commander and may be supported by a staff of chaplains and enlisted religious support personnel. (Joint Pub 1-02)

## JOINT DOCTRINE PUBLICATIONS HIERARCHY



All joint doctrine and tactics, techniques, and procedures are organized into a comprehensive hierarchy as shown in the chart above. Joint Pub 1-05 is in the Personnel and Administration series of joint doctrine publications. The diagram below illustrates an overview of the development process:

